

6 February 1958

MEMORANDUM FOR: Director of Personnel

VIA : Deputy Director/Support

SUBJECT : Revitalization of Executive Inventory and
Career Guidance for Executives

1. Since our creation of the Executive Inventory in 1953, I believe that I have probably been the one individual outside the Office of Personnel who has made periodic use of it. I had occasion to do so again recently and was struck by several items that I believe important:

a. In re-examining the Inventory nearly five years after its creation, one is struck by the fact that many of the individuals contained in it would probably not find a place in a senior Executive Inventory today.

b. I was startled to discover that out of approximately 175 individuals listed in the Inventory, some 26 have left the Agency--a rather large proportion for individuals in senior executive positions.

The problem, I think, is to know the people in touch w/ JCI and the Routes
c. We have probably been mistaken in our approach to the problem, particularly with regard to the Director making use of the Inventory, and perhaps we should re-examine our basic philosophy.

2. With the above thoughts in mind, I would like to suggest a new approach to the problem of an inventory of executives as follows:

a. That an Executive Inventory Committee be established for the primary purpose of maintaining the Inventory and providing a body with general knowledge of the caliber of executives throughout the Agency for the purpose of advising the Deputies and the Director. This body would have no command authority but by the very nature of its work would provide a reservoir of valuable information for use of the line executives. Further, it would act as a focal point for career guidance for executives and serve as a symbol for the many individuals in the Organization today who feel that career development in the Agency is based more on happenstance and luck than on sound executive management. Consequently, in suggesting the names of the individuals to be on this body, I have recommended those whom I believe to be sincerely interested in the problem and willing to allocate sufficient times on their busy schedules to do something about it. I am suggesting the individuals by names rather than titles and believe that this Committee should be composed of Messrs. Gordon Stewart, [REDACTED] Matthew Baird and Lyman Kirkpatrick. It will be noted that this group represents the three major components with individuals in senior positions.

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b. I would suggest that the present Executive Inventory be reviewed by this Committee as one of its first acts. This review would be undertaken in order to update the Inventory and provide the basis for the second step outlined below.

c. I would then suggest that three inventories be developed:

(1) a Senior Executive Inventory, to be composed of the supergrades in the Agency, plus those individuals in a

*Suggest
DDP-5+1
confirm*

GS-15 category who should be considered within a year for promotion to supergrade.

(2) a Middle Executive Inventory, composed of those individuals in the GS-13 to GS-15 category with particular attention devoted to those who can aspire to the Senior Executive Inventory.

(3) a Junior Executive Inventory, composed of those individuals in grades below GS-13 who can aspire to executive positions. It should be stressed that the names in these Inventories should be solely individuals of "executive" ability and that specialists, technicians and others would not be included.

d. Then I would suggest that the Committee, after preparing the groundwork for the three Inventories listed above, meet quarterly to review the Inventories, to suggest additions or deletions from the Inventories, and to generally discuss the career developments of the individuals in the Inventories. Further, at these quarterly meetings, I would suggest that the Committee interview, either on its own initiative or at the request of the individual, those officers about whom it wishes to learn more or on whom there is desired a balanced view.

e. Finally, I would constitute this Committee informally in its initial phases without any publicity and allow it to work out its own procedures. After the Committee has been in existence for awhile and is reasonably assured of how the problem should be handled, it may be desirable to issue an Agency Notice explaining its purpose.